

**Chapter:**

**Performance and Progress on  
Key Priority Areas in 2008/09**

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## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

### 3.1 Vision

The Sedibeng District Council is an innovative, dynamic, developmental government that consistently meets and exceeds the expectations of the communities and the various stakeholders it serves.

Its mission is the creation of a local government dedicated to the provision of quality services in an effective, efficient and financially sound manner by:

- Promoting the Batho Pele principle;
- Ensuring cost effective and affordable service delivery;
- Monitoring and developing staff to ensure consistently high work output;
- Adhering to good governance and sound management practices; and
- Developing a culture of accountability and transparency.

### 3.2 Key Priority Areas

Through a process of stakeholder consultations and internal workshops, Sedibeng District Municipality developed, with the intention to realize its broad developmental vision, the following Key Priority Areas (KPAs):

- Reinventing our Economy;
- Renewing our Communities;
- Reviving a Sustainable Environment;
- Reintegrating the Region;
- Releasing Human Potential;
- Good Financial and Sustainable Governance; and
- Vibrant Democracy.

As it can be seen from the above, there are seven Key Priority Areas (KPAs) that were adopted in the 2007 – 11 IDP for the Sedibeng Region. Though differently named in accordance to the District specific challenges for better and focussed attention these priorities are directly aligned to the National Key Performance Areas for the developmental local government in South Africa. Subsequently a number of strategies were formulated to deliver on these KPAs. Key deliverables were then identified to realize these strategies. In this section we report on the progress made in 2008/09 on these KPAs.

Below is the progress made in 2008/09 in the implementation of the strategies and deliverables per KPA as adopted in the 2008/09 IDP.

#### 3.2.1. Reinventing our Economy

As part of one of the main thrusts of its Growth and Development Strategy, adopted in 2006, the Sedibeng District Municipality in collaboration with its Local Municipalities of Lesedi, Midvaal and Emfuleni and all other stakeholders declared to renew the economy from the one in decline to a growing economy by consolidating the existing sectors of the economy whilst at the same time attracting new investment by tapping on the untapped sectors like Tourism, Leisure and Entertainment.

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Six strategies with their various corresponding key deliverables and tasks were identified to guide development and implementation of key deliverable to reinventing our economy in the Sedibeng Region through consolidating the existing sectors and exploring new sectors of growth, as mentioned above. These strategies include:

- Support the consolidation and expansion of the metal, energy and construction sectors;
- Promote and develop tourism and leisure sectors;
- Promote and develop the agriculture sector;
- Promote opportunities for increased inclusivity in the economy;
- Ensure integrated economic and investment through the Vaal 21 initiative; and
- Consolidate, review and monitor the Sedibeng Growth and Development Strategy (SGDS).

It can be reported that in general good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

### 3.2.1.1. The Strategy: Support the consolidation and expansion of the metal, energy and construction sectors;

Working in partnership with the Gauteng Economic Development Agency and all other stakeholders mainly the affected sector the SDM started a process of the development of identified spatial sector strategies. The Steel Sector remains the main contributor to both regional GVA and employment hence it was prioritized as the first to be worked on.

Subsequently a workshop was held to undertake further discussions as well as define desired outcomes. Through this, sector players were identified as critical role players to drive development and consolidation of this sector and the Steel Forum was therefore formed.

As already stated above there has been a good contribution by the provincial government through GEDA which provided funding to develop a strategy for Steel Industry Support. The Service Provider has been appointed to undertake the tasks of developing the Steel Sector based strategy.

As part of intervention to the regional economy by the national Government, the Presidency provided funding to undertake a study ('Binding Constraints Study') on social, economic and environmental analysis of Sedibeng economy. The Service Provider was appointed in this regard and the work is progressing well tender was advertised and awarded to a successful bidder.

As part of its broad economic strategies the SDM will conduct the feasibility study for the establishment of an Industrial Development Zone only upon completion of the Binding Constraint Study and the Steel Industry Support Strategy both which are at an advanced stage of development.

The Sedibeng District Municipality contracted the services of a Service Provider to develop the Incentive and Investment Policy and working with Local Municipalities a draft policy on Incentives and Investments was developed. The Policy is in the process of discussion and review in the Local Municipalities for adoption as a District wide policy framework. Once there is an agreement and the buy – in by all stakeholders mainly the Local Municipalities, the SDM will facilitate the successful implementation of the policy.

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### 3.2.1.2. Strategy: Promote and Develop Tourism and Leisure Sectors

The tourism signage plan was handed over to the Transport, Infrastructure and Environment Department of the municipality for implementation, and no progress has been realized during the time of compiling this report. It has however been imposed on the responsible Cluster because this matter is critical as part of the SDM state of readiness preparations for tourist attraction or the 2010 FIFA World Cup and beyond. It must also be noted that 45 signs were erected for individual product owners and 15 establishments in conjunction with Gauteng Tourism Authority.

The Gauteng Tourism Authority provided resources including funding to facilitate the institutionalization of the tourism associations and/or organizations in all the regions of Gauteng Province through an adopted Gauteng Tourism Institutional Framework. The Service Provider was appointed to implement this framework in the area of SDM and the process is progressing well in accordance to our agreed targets. However as an interim arrangement, joint meetings were held on a regular basis with Emfuleni Tourism Association to discuss the process towards the establishment of a Regional Tourism Organization as well as challenges of reviving disintegrated tourism associations in both Midvaal and Lesedi.

The Blue LQ has expressed interest to explore possible support for the development of water related projects to boost tourism growth in the region, taking into consideration that the river is a niche for tourism development and growth. Engagements were held with product owners and other stakeholders, in this regard. The engagements are still continuing.

There are water related products that were identified along the river such as Arboretum Guest farm, Goose Bay, Canyon Conference Centre and Kama Game Ranch. In addition visits were conducted to Protea, Riviera, Riverside and Emerald to communicate the SDM 2010 strategy, plans and opportunities.

Meetings were conducted with stakeholders to fully understand their offerings, positioning for 2010 as well as exposure to their facilities to inform our tourism marketing plan. A comprehensive marketing plan that will provide detail information on accommodation and other tourist activities available in the region is being developed.

The branding of Vaal 21 is underway and there is a general acceptance of the brand. The penetration of the Vaal 21 brand is expected to take much longer period, however plans are in place to sustain the brand.

In the period under review, meetings have been facilitated between MATCH, GEP, TEP and the Grading Council to promote business tourism. An audit of the establishments in the region was conducted to understand SDM tourism capacity and offerings.

Preliminary work is underway to develop and implement tourism and accommodation plan for 2010 as part of the comprehensive Marketing Strategy of Sedibeng to attract at least a team and its fan base to be based in the region during 2010 FIFA World Cup.

### 3.2.1.3. Strategy: Promote and Develop the Agriculture Sector

A number of meetings were held with stakeholders, as a result technical and expert organizations are providing expert advice to beneficiaries, farmers as well as small emerging farmers. As a result of these support and continuous engagement

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a good progress has been achieved, the evidence being the good production recorded by the farmers mainly in the area of Lesedi Local Municipality as the main area for agricultural activities in the District.

Sedibeng provided support to Lesedi agricultural projects through MAGIDI Agricultural Consultancy. These projects were successful and linkages between large scale agricultural farmers, cooperatives and emerging farmers were created to facilitate growth opportunities.

Sedibeng Department of Agriculture made critical interventions in providing assistance and facilitation to farmers in distress which are mainly Africans whose farms were on the verge of being auctioned by Midvaal in particular for outstanding rates and taxes, as part of its BBEEE initiatives in this sector.

Training through the Department of Labour was organized for farmers who either had been resettled to the land as part of the restitution or who had bought the land. Sedibeng plans to link emerging farmers to big players in the agricultural sector during visits to them for empowerment and technical support.

### 3.2.1.4. Strategy: Promote Opportunities for Increased Inclusivity in the Economy

There are plans to integrate Sedibeng District Municipality's databases as there are a varied number of sources of databases generated in the organization. Part of the plan is to procure an IT software based system that could be updated on a regular basis. The database will therefore assist the SDM to be able to drive the process of inclusivity in the economic life of the District.

The SDM's intention to fund the cooperatives and the emerging small business was faced with serious challenges of non-availability of funds. However support is currently provided to cooperatives in Lesedi and this is envisaged to extend to other Locals in the next financial year 09/10.

The Council plan to host the Cooperative Summit during the next financial year which is expected to attract funding agencies who could provide assistance on funding and supporting the cooperatives and emerging farmers.

The Sedibeng District Municipality facilitated training and capacity building for SMMEs. Through the SDM Treasury Department there is ongoing tender and business advice and support provided to SMMEs. There are plans to build internal capacity through Train the Trainer programme to manage our training and capacity building for SMMEs.

Efforts were made to ensure that, the LED Unit work plan and programme responds to Resolutions of the BBBEE Summit, held in April 2008. Furthermore a Steering Committee was established which requires to be strengthened in the 09/10 financial year.

The 2010 Strategy has been finalized and a number of consultations were conducted to explore key business opportunities for small businesses during the 2010 FIFA World Cup tournament with a focus on Public Viewing Sites, accommodation, and other areas of procurement relating to 2010. The Plan to develop the precincts as part of the 2010 Strategy has been well received by the National Treasury such that there is commitment by the latter to avail donor funding to the tune of R270m including R20m for the technical assistance.

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Due to its lack of impact to better the life of our people the Sedichem is being folded as a business entity such that the board has become defunct and the staff was absorbed into GEP. Sedibeng is yet to wind down the entity pending a decision on the funding from Provincial Government invested on the land belonging to VUT as well as a discussion on the alternative use of this facility.

The supply chain policy and regulations were amended to promote procurement from these broad based and collectively owned schemes such as cooperatives; moreover the SDM developed a clear strategy to promote local content in procurement.

### 3.2.1.5. Strategy: Ensure Integrated Economic and Investment through the Vaal 21 Initiative

Progress for this deliverable will be reported on 10/11 financial year upon completion of the review, providing progress made in the implementation of the GDS. This would include the identification, consolidation and integration of projects that collectively should be branded as Vaal 21.

### 3.2.1.6. Strategy: Consolidate, Review and Monitor the Sedibeng Growth and Development Strategy (SGDS)

Progress regarding the evaluation of the progress made in the implementation of the GDS is linked to the review process of 10/11 financial year in building towards a new 5 year IDP for 2011 to 2016.

The process to market the GDS amongst the stakeholders, both nationally and internationally has not been so much successful because it is being done so adhocly and unstructured, however a project plan has been developed to ensure a structured engagement and marketing of the GDS as well as maintain high profile presence in the Durban International Tourism Indaba and in other opportunities of national as well as international visits by the leadership of the municipality.

The Council's plan to establish an appropriate forum and programmes to conduct a skills profile for the area resulted into the establishment of two forums as directed by Knowledge Management and Skills Development for SMMEs in the LED Unit, however the challenge is to get one forum for skills to develop coherent programmes to conduct skills profile and provide a plan for skills match in the economy of the region.

## 3.2.2. Renewing our Communities

There are three strategies identified and their corresponding key deliverables and tasks to guide development and implementation of key deliverables to renewing our communities in the Sedibeng Region through provision of basic services, regeneration and property development to improve the quality of living for all. The strategies include:

- Ensure integrated spatial development planning and promote good land use management;
- Promote residential development and urban renewal; and
- Plan for effective, efficient and sustainable infrastructure for water and sanitation services, and provision of electricity.

It can also be reported that in general good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

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### 3.2.2.1. Strategy: Ensure Integrated Spatial Development Planning and Promote Good Land Use Management

Update of the Spatial Development Framework (SDF) was performed as this is conducted annually during the IDP review as this forms part of the IDP document. The SDF review process of 2008/9 focused mainly on the economic nodes and corridors in order to attract investment and economic opportunities in the region.

The District has progressively managed to coordinate and facilitate a comprehensive and integrated District-wide SDF and local SDFs for Local Municipalities respectively. The SDF review process outlined mainly the following: The environmental status of the region, the comprehensive geological report, regional economic nodes and corridors, and the consolidated urban edge delineation process.

Emfuleni and Midvaal played a critical role in the review process, while Lesedi focused its efforts in developing a comprehensive study on nodal and corridor development. The Nodal and Corridor Development Study is mainly focusing on promoting investment and economic opportunities in the Lesedi area thus also influencing the District-wide SDF review.

The proposals that were submitted by SDM for the Urban Edge were approved by the province and others are still under review. The criteria and mechanisms are being developed to ensure proper delineation of the urban edge, for land use permitted outside the urban edge. The SDF process included the urban edge delineation process where each local identified areas of urban expansion, densification, in-fill and realignment of urban planning in the Local Municipalities.

The urban edge process promoted the areas of investment in infrastructure as well as economic opportunities including community development through the regional NDPG projects. Urban edge delineation process is an annual interactive process of each Local Municipality and the District. The District has presented an integrated report at the Provincial DED on annual basis. It must be noted that the urban edge is one but a chapter in the SDF review process.

There is legislative process that will guide this process in the Gauteng Planning and Development Bill that has not been promulgated as yet, this will help to clarify matters relating to methodology and implementation. However, the Development Facilitation Act of 1995 (Act 67 of 1995) has been the overall legislation for progressive planning used by the Gauteng Planning and Development sector and the District has been proactive in the implementation of the regulations promulgated by the Act.

It is hereby reported that a good progress was achieved in developing a fully fledged GIS for Emfuleni Local Municipality whilst continuous support was provided to Lesedi Local Municipality to finalize their GIS. In Midvaal Local Municipality the GIS was also fully implemented in this financial year. An overall GIS at the District has been finalized with Midvaal GIS data updated in the Sedibeng GIS server. The District as well as the Local Municipalities is experiencing capacity issues relating to GIS and updates into the system on quarterly basis.

Several working group sessions were held between the Provincial Government and Locals (including the Districts), as part of stakeholders workshop to discuss the Land Use Management. The Spatial Working Group and the Land Use Working Group are currently revising the regulations in line with the Gauteng Planning and Development Bill as municipalities are required to make input in this regard.

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Accessible means of recording land use are available and registered rights to property are in place. A final copy of the regulations and procedures of the DFA Tribunal has been submitted to all municipalities including the Districts in Gauteng. Broad norms and guidelines for land use planning were established and effectively managed public land and developed a responsive client friendly land administration service. Land use management guidelines were finalized and ELM is being assisted with new consolidated zoning scheme.

Through the support provided by the SDM the revised consolidated Town Planning Schemes drafts have been developed by Lesedi and Midvaal Local Municipalities respectively. However these Town Planning Schemes have not been adopted by the respective municipalities hence their legal standing has not been achieved.

### 3.2.2.2. Strategy: Promote Residential Development and Urban Renewal

A workshop was held with the locals and the first draft of the Municipal Housing Development Plan was developed. In addition a Housing Co-ordination Forum was established with the Locals and Province. A workshop was held for Ward Councillors on roll out campaign to communicate objectives of the Shack Down Programme to communities that are affected; and the roll-out plan with Local Municipalities have been developed.

The progress report on Evaton Renewal Programme was tabled to Council with a recommendation that the project be integrated into the entire Sedibeng Precinct project to receive possible benefit from the NDPG funding that has already been secured. The Coordinator for the Evaton Renewal Project was appointed. There has generally been concerns from the Evaton Community about the slow pace of the project and the fact that no enough funding was allocated for the period under review such the SDM and ELM has committed to undertake certain projects within the scheme.

Five townships of Sedibeng are included and have benefited in the Gauteng's top twenty prioritized projects and in addition to Sharpeville precincts development; it was approved by SDM and its Locals that other townships be included. The following townships have and continue to benefit from the Top Twenty Townships Programme:

- Sharpeville;
- Sebokeng;
- Boipatong;
- Bophelong; and
- Ratanda.

The Sedibeng District Municipality is represented in the Gauteng Top Twenty Prioritized Township (20 PTP) Coordination Forum and regularly attended the 20 PTP Coordinators Forum meetings. In 2008/9 financial year, all 12 meetings were attended from July 2008 to June 2009 and reports were sent and presented. SDM has successfully established a Regional 20 PTP Forum that prepared a consolidated regional progress report to province.

In accordance to the policy adopted by the Gauteng Department of Housing a workshop was held for Ward Councillors on the roll out campaign to communicate objectives of the Shack – Down Programme to communities that are affected and a roll-out plan with Local Municipalities was developed including the by-laws.



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The SDM has been working in Partnership with the Local Municipalities to Implement a Number of Precincts or Residential Development Projects Including:

- A civic precinct in the CBD of Vereeniging;
- Waterfront precincts along the Vaal River;
- Heritage precincts at Sharpeville;
- Heritage precinct and urban renewal of Boipatong; and
- A local development plan for the area in the surrounds of the Fresh Produce Market.

The detailed business plans for heritage, sports precinct and recreational precincts for Sharpeville township were completed to further improve implementation of the urban framework that was approved by Council in March 2008. These detailed plans as per Council resolution are the basis of urban designs for construction of capital projects within Sharpeville heritage precincts, especially those so called quick win projects as targeted for 2010. Through NDPG, technical assistance funding was approved by National Treasury and confirmed to SDM by 31 March 2008. Townships are being studied for identification of more projects with potential for private public partnership investment attraction and NDPG capital grant application.

Technical Advisors to develop a business plan for Sebokeng, Boipatong, Bophelong, Siculo, Ratanda, Mamello, Impumelelo, Jameson Park, KwaZenzele were appointed to conduct the feasibility studies. Detailed project planning for Sharpeville precincts and Dickenson Park were completed including:

- Detailed design framework/master plan for Dickenson Park;
- Heritage overview and mapping of heritage sites in Sharpeville and Vereeniging;
- Property survey of Vereeniging CBD;
- Discussion with Gauteng Fund in respect of Waterfront Business Park; and
- Commitment from SRAC on supporting SDM with R1.3 million for satellite art and craft hub was been offered.

There is no significant progress in Developing A Local Development Plan for the Doornkuil Area in Walkerville as work will take place in the next financial year, subject to obtaining funding to undertake conceptual and feasibility studies do develop a local plan.

### 3.2.2.3. Strategy: Plan for Effective, Efficient and Sustainable Infrastructure for Water and Sanitation Services, and Provision of Electricity

Though a bit slow but it can be reported that there is progress regarding the implementation of the Regional Sewer Scheme which is the much needed facility because it is the preconditions for developments in the area of SDM as well as for the Southern Johannesburg.

The SDM's strategic role in the project as per its legal mandate on provision of basic services is limited to the development and coordination of regional planning frameworks (master plans) whose pillars are the local infrastructure master plans. This includes supporting Locals in the development of their local infrastructure master plans and creating an enabling environment for adequate coordination for the delivery of basic services. SDM has established various IGR forums for the aforesaid purpose. In addition, SDM is participating at Provincial Infrastructure Forums on behalf of the Region.

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SDM played a strategic planning and regional coordination role at the levels of the Political, Technical, and Project Steering Committees. To date the:

- Sewer plant site was identified and approved for further technical studies, e.g. geotechnical engineering;
- MSA Section 78(1) decision was taken, i.e. assessment of direct/indirect costs and benefits, capacity, re-organization, impact on development, and views of organized labour were established; and
- Decision to establish and appoint the Project Management Office was taken and the company appointed.

With the support from the SDM the Local Municipalities have appointed consultants to develop their local master plans for bulk engineering services. The District facilitates information among Locals during the process of developing such plans. There are also separate meetings convened but the IGR meetings serve as information sharing and progress reporting.

The meetings were held on a quarterly basis to bring together different authorities to improve the management of the Vaal River System on a quarterly basis as part of the IGR meetings to share information on the management of the Vaal River system.

Assessment on whether there is bucket system in the region has been done in consultation with the Locals. There is a general view particularly by Locals that there is no bucket system in the region.

As part of its role for regional coordination and liaisoning in respect of basic service, the meetings were convened on a quarterly basis or as when required. As part of the IGR meetings together with environment Directorate, a tour to the Rand Water was undertaken. The purpose of the tour was to have more understanding on how Rand Water manages water and their challenges.

### 3.2.3. Reviving a Sustainable Environment

There are four strategies and their corresponding key deliverables and tasks identified to guide development and implementation of key deliverables to reviving a sustainable environment in the Sedibeng Region through increasing the focus on improving air, water and soil quality and moving from a producer and receiver of waste to a green city. The strategies include:

- Ensure the minimisation of waste and the maximize recycling of waste;
- Create a healthy environment through effective environmental health management;
- Build partnerships to ensure integrated environmental awareness, planning and management; and
- Promote conservation of environmental resources and biodiversity.

It can also be reported that in general a good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Performance Area for the period under review.

#### 3.2.3.1. Strategy: Ensure the Minimisation of Waste and the Maximize Recycling of Waste

The SDM's strategic role as per its legal mandate on waste management is limited to the development of integrated waste management planning systems. These include supporting Locals in the development of their Integrated Waste Management Plans and creating an enabling environment for adequate coordination for waste management service delivery.

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The following activities were coordinated and rolled out by the SDM:

- The study tour to eThekweni Metropolitan Municipality in May 2009 by SDM and its Locals and Fezile Dabi DM was undertaken. The topics covered during the engagement with eThekweni Metro included Waste Management, Environmental Health, Air Quality, Climate Change, and a visit to the Durban Solid Waste Site. It is through this tour that the Locals were exposed to a variety of successful community based waste recycling projects that enhanced their understanding; and
- The launch of the Litter Free Campaign by Gauteng MEC: Gauteng Department of Arts, Culture and Environment (GDACE) in March 2009 in Sicelo. The campaign targeted informal settlements and illegal dumping spots along the railways and highway.

The process to update the Regional Integrated Waste Management Plan Framework is still in the planning phase. All the three Local Municipalities have developed and adopted their local plans. The development of the regional framework will take cognisance of the provisions of the new Waste Management Legislation.

The planning phase of the process to implement the Industrial Waste Exchange Programme (IWEX) is complete. The technical requirements and the structural contents of the business plan have been determined. The promulgation of the Waste Management Legislation will help inform the contents of the IWEX business plan.

Several strategic activities were undertaken by the SDM in facilitating the programme for the Recycling of Waste. These were the establishment of the Regional Waste Management IGR, the visit to eThekweni Metro as reported herein above and coordination and hosting of Provincial/National Waste Management programmes/activities in the Sedibeng Region.

The development of the support programme regarding permitting of Landfill Disposal Sites is under development in consultation with GDACE. SDM has secured the participation of the Central Energy Fund (CEF) in exploring the opportunities for Carbon Credits from potential landfill sites.

The development of the Integrated Waste Management Plan (IWMP) Framework Strategy will follow the completion of the IWMP Framework

### 3.2.3.2. Strategy: Create a Healthy Environment through Effective Environmental Health Management

The Air Quality Act, Act 39 of 2004 contemplates devolving the Air Quality Management Authority to the Metros and the Districts by 2009. In addition, the SDM has been declared by the Department of Environmental Affairs and Tourism (DEAT) as a high priority area (as per the Air Quality Act) due to the poor quality of air in the region. In responding to and in preparation for the devolution, the SDM has undertaken and achieved the following:

- Established an Air Quality Management structure within the SDM Organogram;
- Presented a paper titled "Establishing a New Air Quality Authority in Sedibeng – Issues and Responses" at the DEAT's Annual Air Quality Governance Lekgotla in Nelspruit in September 2008;
- Appointed the Manager: Air Quality Management in January 2009, who will be nominated to be the SDM's Regional/District Air Quality Officer as required by the Air Quality Act;
- Received an Award in September 2008 from the National Association of Clean Air (NACA), an association of air quality experts and professionals from the private and public sector. The award is bestowed to government institutions displaying unquestionable commitment to remediate air pollution; and

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- Participated fully in the development of the Vaal Air Quality Management Plan, a DEAT project, which was adopted by the regional stakeholders in November 2008. The Air Quality Act requires every District and Metro to develop and adopt its air quality plan, particularly those that have been declared priority areas. The SDM, in response, intends to adopt the Vaal Air Quality Management Plan as the Sedibeng Regional Air Quality Management Plan.

With regard to the Municipal Health Services (MHS), the SDM has contracted the Locals to provide the services on its behalf. The Service Level Agreement (SLA) between the SDM and the Locals was renewed and entered into on an annual basis. The major projects that were started in 2008/09 are the development and adoption of the MHS Strategy, and the MHS By-laws. It was anticipated that these projects will take more than one financial year to be realized, and their status as at June 2009 are reported herein below.

The SDM continued to provide effective and sustainable municipal health services and these were provided by the Locals on behalf of the SDM. The services that were provided comply with the norms and standards as prescribed by the Department of Health (DoH). The SLA between the SDM and the Locals is renewable and entered into on an annual basis, and the SDM is using this tool (SLA) to monitor the effective and sustainable provision of the service.

The IGR: MHS was established specifically to ensure compliance to and the effective implementation of the SLA amongst government. Monthly service delivery reports were submitted by the Locals at the IGR meeting. The current model of the SLA was developed and adopted in 2004. The outcome of the project “the Development of the MHS Strategy” will inform as well as have input into the review of the current SLA model.

The Clean Fires Campaign (Basa Njengo Magogo) was successfully launched in July 2008 in Sebokeng (Mphatlalatsane), as part of the SDM's objectives to improve the air quality in the residential areas. More than 300 community members and officials from the Sedibeng Region, City of Joburg, Fezile Dabi DM and Ekurhuleni Metro were trained on the basic principles of Basa Njengo Magogo. SDM is seeking funds from the Central Energy Fund (CEF) to roll out the Basa Njengo Magogo Methodology in Local Municipalities. SDM is a member of the National Project Coordinating Committee, chaired by DEAT, and it is through this membership that SDM is leveraging financial support from CEF.

SDM is in the process of aligning its bylaw development process with the provincial rationalization of all Gauteng by-laws. The outcome of the project “the Development of the MHS Strategy” will also inform as well as provide input into the bylaw development project.

The planning phase for the development of the MHS Strategy is complete – the Professional Service Provider was appointed in May 2009 and the implementation phase will start in July 2009. The IGR: MHS forum is being used as the Project Steering Committee. The project objective is to develop a MHS Strategy for the Sedibeng Region that will ensure the effective delivery of services by accurately defining what these services are. This project will assist in the clarification of the performance areas and roles between MHS and Primary Health Care (PHC).

SDM is a member of the Vaal Air Quality Officers Forum which was responsible for the development of the Vaal Priority Area Air Quality Management Plan (VPAAQMP) which was adopted by the regional stakeholders in November 2008. DEAT is in the process of promulgating the plan.

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SDM is participating in forums and the steering committee charged by DEAT to develop the Highveld Air Quality Management Plan.

The Study to determine the operational and resources requirements for SDM to perform the Licensing Authority function is 80% complete. The study is expected to be complete in the second quarter of 09/10. The Locals, GDACE, DEAT are fully participating in the study.

Energy efficiency intervention projects are at various stages of development namely: i) undertaking of energy audits of municipal buildings, ii) identification of road intersections for piloting the conversion of traffic lights (robots) to solar PV, iii) identification of pilot sites for installation of energy efficient LED street lighting.

The IGR: MHS has been established and met regularly in the year under review to ensure successful implementation of MHS related functions in all the Locals.

### 3.2.3.3. Strategy: Build Partnerships to Ensure Integrated Environmental Awareness, Planning and Management

With regard to the environmental awareness, the SDM is continuously participating, coordinating, and hosting the National and Provincial environmental awareness programs and events. These include visiting schools for environmental awareness campaigns, conducting community clean-up campaigns at illegal dumping sites and tree planting activities.

The SDM is rolling out the Environmental Programme of Action (EPoA) which was adopted by the regional stakeholders in 2007/08. SDM is a member of the Steering Committee chaired by DEAT and charged with the implementation of the Urban Environmental Management Programme (UEMP) which is funded by DANIDA programme. This opportunity affords the SDM a platform to share its challenges and experience as well as learn from the best environmental management practices from other UEMP partners which includes Cape Town, eThekweni, Johannesburg, and Ekurhuleni.

A successful Industrial Outreach Program aimed at engaging industries on their environmental performance was launched. Several industries were visited (Lethabo Power Station, Mittal Steel and Rand Water) and the SDM Portfolio Committee on Environment was involved in the visits.

The Locals were continuously being informed on the developments with regard to the environmental policy and legislative requirements and such information is shared at appropriate IGR meetings.

The development of the District Environmental Management Framework (EMF) was managed and funded by the DEAT. The contractual dispute between DEAT and the appointed Service Provider caused delays in the development process. SDM has agreed with the Locals to continue with the development of their own EMFs. The SDM will consider an internal funding strategy in the 09/10 year.

The EPoA review process is currently unfolding. The 2nd Generation EPoA resulting from the review process is scheduled to be adopted in the 2009/10 financial year.

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There are ongoing discussions with the Centre for Cleaner Production at the Department of Minerals and Energy (DME) to identify projects with a potential to be driven by industries. The industrial outreach program was developed specifically to facilitate this support programme.

The IGR: Environmental Planning and Coordination was established. SDM is also represented in various environmental governance structures. There are good intergovernmental relations with other government structures and Locals with regard to environmental management.

The following schools were reached during environmental awareness campaigns: Parksig Primary, Sapphire Secondary, Vuyo Primary, Lekwa-shandu Secondary, Lakeside Primary, Shaleem Elima, Letsema Elima, Evaton Primary, Phahamang Primary, Makasane Primary, Motswapele, Ntsele and Nomfundo.

Education, Awareness and Outreach Strategy Framework was finalized. Implementation of awareness campaigns are implemented in line with Provincial and National programs.

### 3.2.3.4. Strategy: Promote Conservation of Environmental Resources and Biodiversity

The SDM is characterized by the Vaal River Catchment and a host of other rare and endangered species. Alien invasive plants are also predominant. The Minister of Water Affairs launched a program that was intended to eradicate alien plants found in the region. The program was also aimed at raising awareness amongst citizens on the impacts of alien plants on the physical environment.

SDM is facilitating greening through the removal of Alien Vegetation in and around water bodies (e.g. wetlands) and the SDM is part of the provincial Bontle ke Botho (BkB) program. The SDM has awarded a number of prizes based on the provincial structure of the BkB program in the region.

Regional wetlands and biosphere conservation concept documents are at various development stages and are guided by the draft Provincial Framework. The process is expected to gain momentum in the 09/10 financial year.

An annual environmental calendar was drafted. National and Provincial events in the region are supported. The SDM is participating in the National and Provincial awareness programs and events. The SDM is highly involved in the provincial structures that are supporting the implementation of BkB.

The SDM is participating in and coordinating regional greening programmes of GDACE, DWAF, DEAT, and DLA, including for the wetlands on the wetlands.

The Suikerbosrand Biosphere and the Sharpeville Dam were identified as areas with conservation potential by GDACE and were included in the Provincial Conservation Plan as either areas of high value or irreplaceable areas.

### 3.2.4. Reintegrating our Region

There are five strategies and their corresponding key deliverables and tasks identified to guide development and implementation of key deliverables to reintegrating our region with the rest of Gauteng, South and Southern Africa

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through improving connectivity and transport links. The strategies include:

- Plan and Provide for Effective, Efficient and Sustainable Road Infrastructure;
- Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities;
- Promote Efficient Movement of Freight; and
- Render an Efficient and Corruption Free Vehicle Registration and Licensing Service.
- Improve ICT connectivity in Sedibeng.

It can also be reported that in general a good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

### 3.2.4.1. Strategy: Plan and Provide for Effective, Efficient and Sustainable Road Infrastructure

The SDM is continuing to play a strategic planning and regional coordination role with regard to the development of the Sedibeng Strategic Roads Framework. Development of Road Master plan for Emfuleni and Midvaal is 80% complete and accommodates public development (2010 precincts) and private development (e.g. Doornkuil).

The SDM Portfolio Committee on Transport & Infrastructure together with Roads Managers from the SDM and Locals, undertook a site visit in March 2009 to Council for Scientific and Industrial Research CSIR and Atteridgeville for the inspection of the use of Ultra Thin Reinforced Concrete design method for road construction, a project funded by Department of Public Transport, Roads and Works (DPTRW) and researched by CSIR.

The SDM convened a Regional Road Management Workshop in October 2008 wherein one of the key presentations was by Dr. Sampson on the Developer Contribution Policy. The draft policy on developer contribution was adopted by SDM in January 2009 for the stakeholder consultation (Section 78) process to commence. The Consultant for the Road Signage Project was appointed in February 2009. The SDM Tourism division, the Locals, the DPTRW, and the Gauteng Tourism Authority are participating fully in the planning phase of the project.

To date the following work has been conducted:

- The desktop study that looks into the theoretical aspects of roads signage in the region and the legal requirements was completed;
- Field study was conducted in all major routes in the region. The condition of road signage and marking has been established and quantified; and
- The technical design and project documentation have been completed.

The Roads Management was established and is fully functional.

The following was achieved:

- More synergy on road construction projects in the region was established;
- Visit to Pretoria to assess the new method of road construction, the ultra thin concrete was undertaken; and
- Regular progress reports on roads construction programmes in the region by SDM, Locals, and DPTRW are available.

The following roads to the amount of R30 million Rand were practically completed, through the provincial government's 20 PTP:

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- Tea-Tea;
- Dhlamini;
- Hantsi;
- Mathanzima;
- Thorometsane; and
- Sekwati.

The projects are within their retention periods most of which will expire in December 2009. It will only be established at the end of the retention period that the projects were of high quality standards, to date no visible construction shortcomings could be identified. The challenges encountered during project implementation were largely due to budget overruns which are being addressed.

### 3.2.4.2. Strategy: Plan and Develop Accessible, Safe and Affordable Public Transport Systems and Facilities

The upgrading of public transport facilities was identified as priority and SDM has committed funds for the next financial year 09/10. During the transport month the SDM engaged various transport stakeholders namely the taxis associations, bus companies, meter taxi, commuter organizations and learner transport organizations as part of promoting the use of public transport.

The process for the development of the ITP is 50% complete with the following achievement realized:

- Project initiation and mobilisation that focused on the project concepts and legal framework of the ITP was completed;
- The Current Public Transport Records which is the survey of all the major routes in the region and condition of public transport facilities was completed;
- The operating license strategies that focused on the aspects of demand and supply of unsubsidized public transport - the mini bus taxi industry, is 50% complete; and
- The Rationalization Plan (RATPLAN) that focused on the aspects and adequacy of subsidized public transport, the rail and bus industries is 50% complete.

In order to ensure the development of a proper transport planning methodology through good IGR, the SDM has established the transport planning IGR where the ITP PSC (Project Steering Committee) has been integrated into. The establishment of the IGR transport planning committee resulted into the following achievement:

- Bringing more understanding among authorities on transport planning and resolving transport problems from various Local Municipalities;
- Integrating the process of developing ITP with IGR meetings thereby stimulating interest among various institutions on transport matters; and
- Convened two workshops to share information on the processes and progress in developing the ITP.

The SDM Portfolio Committee on Transport & Infrastructure undertook a visit to various public transport facilities. In collaboration with SARCC and Metro Rail portfolio committee identified Vereeniging Station and Taxido Junction as vital hubs for transport. As a result funds for the upgrading of the Taxido Junction were committed.



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The PRASA (Passenger Rail Agency of South Africa) previously called Metrorail was also engaged and a number of meetings were held. As a result PRASA undertook a study to determine the condition of both the Vereeniging and Residensia Stations. The study confirmed the findings by the Section 80 visit to the stations which suggested a need to upgrade both stations. The PRASA will be committing funds to upgrade the stations.

As part of the 2010 Transport Operation Plan, the Confederation Cup was used as a dry-run to prepare for the 2010 FIFA World Cup. Together with the province, the following achievements were recorded:

- 250 mini bus taxis were subsidized for the duration of the Confederation Cup;
- 20 busses were subsidized for the duration of the Confederation Cup;
- George Thabe was used as Transport Hub, it was provided with security fence, lighting, toilets and guarded for 24 hours. It was used as a park and ride for people needing transport to the stadiums; and
- The Ratanda sport complex was also used as a park and ride facility with vehicles sourced from George Thabe; and
- The President Park stadium was used as a holding bay for all vehicles. Vehicles were confined to the stadium for the duration of the Confederation Cup. The Council provided lighting, toilets and other necessities for the place to be used as the holding bay.

The SDM will be appointing the Service Provider to assist with concept of the turn-around strategy for the taxi ranks aimed at the improved Maintenance, Certainty on Ownership and Management, Improved Revenue Generation through Outdoor Advertising and Rental to Local Entrepreneurs and Advertising and Linking taxi ranks to our Programmes of Urban Regeneration.

The SDM Portfolio Committee on Transport & Infrastructure Planning together with the taxi industry, undertook a visit to various taxi ranks in the region. The assessment report on the condition of the taxi ranks was later submitted and approved by the Portfolio Committee. All the ranks needed some form of upgrading, particularly the toilets. The report of the site visit resulted in the following action plans:

- The SDM committed R5.0m for upgrading the Taxido Junction in Vereeniging;
- The Department of Roads and Transport (DRT) has committed funds for the upgrading of the Bophelong Taxi Rank; and
- The SDM committed funds to upgrade toilet facilities at Shalmar Ridge (Lesedi) and Meyerton Ranks.

### 3.2.4.3. Strategy: Promote Efficient Movement of Freight

The Provincial Freight Implementation Strategy was completed. Meyerton industrial area was identified for a freight facility. The study done by the North West University however identified a different area. The SDM will be conducting an analysis of both locations before committing funds for project planning and development.

The study for the projects for the turnaround strategy for the Vereeniging and Heidelberg airports were completed, awaiting the Council to make a final decisions on the course of action.

The Spoornet was engaged at IGR meetings and workshops at the provincial levels. The use of rail as alternative to road transport is a national challenge as rail is still regarded as inefficient for transportation of goods. Gauteng Province will be establishing the Freight Forum to be used as conduit to promote the movement of freight by rail.

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As part of the law enforcement agencies (Provincial and Local) along the R59 corridor, awareness among pedestrians on safe crossing was undertaken and particularly targeted to the Sicelo informal settlement where most fatalities occur.

### 3.2.4.4. Strategy: Render an Efficient and Corruption Free Vehicle Registration and Licensing Service

Every possible opportunity to expand and improve the capacity of personnel thereby increasing the quality and effectiveness of services received by the community in the License Service Centre's was explored. Complaints received although addressed and resolved, played a valuable role and served as a benchmark in the continuous process of improvement in the department as well as maintaining customer satisfaction. Reported and uncovered fraud and/or corruption were addressed by the SDM.

The SDM as the authorized agent of the DPTRW, continually adapted and improved on the services it renders to the community within the framework of legislation and the existing Service Level Agreement. Productiveness of personnel per job category improved. Quality control was conducted on an ad hoc basis to maintain high quality service.

Efforts were made to train personnel as examiners of driver licenses and vehicles. Training has since restarted and will continue on a yearly basis. Training in Batho Pele was undertaken. Strategic workshops addressing change management, training and capacity building, amongst others, took place in Parys and Magaliesburg respectively. Developed and implemented an action plan following the outcome of a licensing team building and restructuring workshop held in the previous financial year.

The following commitments could not be implemented due to the financial constraints of the Council:

- The CCTV cameras could not be installed in 08/09 financial year for the monitoring of the client and the staff, however this commitment will be provided for in the next financial year 09/10; and
- The Council was unable to construct the Learner Licence to fulfil this commitment which will be provided for in the next financial year - 2009/2010.

Discussions were held with the DPTRW regarding a possible new Licensing Service Centre as part of a Motor City servicing vehicle owners and drivers including the taxi industry.

The SDM maintained an open and cooperative relationship with the Gauteng Department of Roads and Transport (GDRT).

### 3.2.5. Releasing Human Potential

There are seven strategies with their corresponding key deliverables and tasks identified to guide development and implementation of key deliverables to releasing human potential in the Sedibeng Region through accelerated investment in people and increased focus on the development of social capital. The strategies include:

- Nurture the development of people's potential through Sport, Recreation, Arts and Culture;
- Promote and develop the heritage of our region;
- Promote a safe and secure environment;
- Promote HIV and AIDS understanding, treatment, care and support;

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- Promote efficient delivery of Primary Health Care and Emergency Medical Services;
- Promote social development of our communities; and
- Promote skills development and training.

It can also be reported that in general good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

### 3.2.5.1. Strategy: Nurture the Development of People's Potential through Sport, Recreation, Arts and Culture

A Sport Summit was held in November 2008 to take forward proposals for formalization of local Sport Councils as part of the process towards the establishment of the Regional Sports Council. The report to Council was approved and subsequently a Regional Sports Council was established. The Regional Sports Council identified a priority program to establish partnership with Provincial and the private sector. The Aaron Mokoena Foundation, as a partner with the Sports Academy, was launched and a mass participation programme was implemented through Multi – coded Hubs.

The Soccer Academy proposal aligned with the Sharpeville Precinct Development Programme was approved by Council and will be taken forward as part of George Thabe precinct proposal. Sport tournaments and games as part of the mass participation programme took place during Women's Month and Transport Month.

Formula 1 Grand Prix Boat Race was hosted in partnership with Formula 1 Boat Racing Association. Plans to host U - 20 National Football Tournament are underway. Plans are also underway to facilitate the hosting of the Confederation Cup Games in Civic Precinct Public Viewing Site. U– 17 tournaments were hosted on 28th February as a build up toward 2010 FIFA World Cup Tournaments. We are fully participating in the Provincial Sports Committee activities represented by the Regional Sports Council's Chairperson.

It was established during the process of establishing the sports mass participation hubs that these variable sports mass participation hubs as suggested would be ideal in implementing the Sedibeng Colours Programme as defined in the IDP in conjunction with our Regional Sports Councils and Local Municipalities, which therefore led to the implementation of the Sedibeng Colours Programme.

As a result of the Regional Sports Summit in November 2008, the concept idea of a Regional Colours Programme fits well with the intent of mass participation and development in sport. The programme seeks to stimulate competitiveness, mass participation, evaluate and identify talent, as well as asset in motion alternative strategies to further enhance and hone all sporting codes in the region. This could provide Provincial/National or Olympic opportunities for sports persons in our region.

To take advantage of our area, given that Sedibeng has rivers and dams SDM formed strategic partnerships with Emerald Casino and the Power Boat Fraternity for canoeing for physically challenged persons. The 2010 FIFA World Cup Strategy was developed and the next step in the following financial year 09/10 will be to market or conduct consultations with relevant stakeholders. This "Flagship" project is at the forefront of establishing Sedibeng as the hub for the creative industries as a new economic driver for Gauteng as a whole. The rollout of the "Arts to the People Programme" was successful as it co-insides with our quarterly projects of e.g. Human Rights Month, Youth Month, Women's Month and

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Vaal River Carnival programmes. This presents Sedibeng with a three and a half month activity platform for the creative industries to flourish.

Arts to the People was implemented in line with commemorative days and special events. The School of the Arts Framework was approved by MAYCO. The Project Plan for SDM Regional Hub is still to be approved by Council and is aligned with the Precinct Development Project currently located in the old Sharpeville Police Station. Women's Month was also supported by Arts and Culture events. Vaal River Carnival was supported by Arts and Culture events including local festivals in Lesedi and Emfuleni and bringing of Cinderella and Umoja to Vaal.

### 3.2.5.2. Strategy: Promote and Develop the Heritage of our Region

A Charlotte Maxheke commemoration was held in Evaton during Heritage Month. Database of Sharpeville survivors and victims was compiled. The information on Boipatong, Ratanda and Sebokeng massacre is being collected. A discussion is planned with the Roman Catholic Church in respect of upgrading of Roman Catholic Church in Evaton. School based drama competitions were held.

A workshop on Geographical Names Change was hosted and subsequently Midvaal set up their Geographic Name Change Local Committee.

Boipatong journey of appreciation to Namibia and Angola was postponed in December 2009 due to challenges in obtaining travel documentation in time e.g. passports and visas.

Follow-up discussions will be held with Gauteng Province regarding the Boipatong Renewal Programme in the new financial year 09/10.

The development for Vaal Teknorama and Sharpeville Museum is in progress as part of the Sharpeville Precinct Development Project. Negotiation is in process with Johannesburg Metro to open the Heidelberg Museum as a satellite site of the James Hall Transport Museum.

No progress has been achieved to develop and implement a Marketing Strategy to increase the number of local residents, school students and tourists visiting our Heritage Sites and Museums. The 2010 Strategy amongst others aims at the tourists attraction which will be the start for the process to market our heritage sites.

### 3.2.5.3. Strategy: Promote a Safe and Secure Environment

In order to ensure that there is proper coordination of activities taking place at the Victim Empowerment Centres within the region, SDM in partnership with Gauteng Department of Community Safety, Education Department and South African Police Service, a "Regional Victim Empowerment Centre" was established at Itsose Primary School in Sharpeville. The Centre was officially opened for operation on 8 December 2008. The main role of the Centre is to treat victims of crime affected by domestic violence and rape incidents. The Centre is monitored through progress reports that are submitted on a monthly basis. From January 2009 to June 2009, about 383 victim referrals were recorded by the Centre. 162 were adults and 221 were children.

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To ensure that the volunteers deployed at these centres are conversant with the operations and that they conduct themselves in a professional manner at all times, about 25 volunteers were retrained by SDMin trauma counselling. Province further trained about 35 in the same field. Training was provided by POWA.

Various crime prevention awareness programmes were conducted. These include the following programmes:

- Women and child safety audit was conducted in Bophelong and Evaton during the period 26 – 28 July 2008;
- Role of women in law enforcement was held at Tropicana Country Lodge in Vanderbijlpark in August 2009;
- Women and youth safety program on substance abuse was held in Heidelberg on the 26 September 2008;
- 32 schools from both West and East of the District participated in Hlayiseka Schools Safety Workshop that was held at Sebokeng College during the period 11 – 15 August 2008, 21 – 24 September 2008, and March 2009; and
- A sport against crime program was held in Bedworthpark on the 24 September 2008.

The programs also focus on identifying and addressing areas that are vulnerable to criminality. This crime prevention measure is implemented in the form of conducting cleaning campaigns with SAPS and communities. Four cleaning campaigns were conducted in different areas such as Sebokeng (October 2008), Evaton (February 2009) and Boipatong and Sharpeville (March 2009).

The focus was on establishing and sustaining the Community Policing Forums and Youth Crime Prevention Desks within the region. The following programs were implemented for capacity building.

- Seven induction workshops were held in Sharpeville, Kliprivier, Evaton, Devon and Ratanda;
- A newly established Youth Desk was launched in De Deur on the 15 November 2008; and
- Sedibeng Youth Crime Prevention Desk hosted four Canadian Police delegation at Teknorama, Vereeniging on the 24 April 2008.

A Regional Community Patrollers database was established to monitor the sustainability of the system with regard to the new recruits and those who left. About 34 Community Patrollers were trained in basic disaster management in March 2009.

Road Safety programs were implemented to reduce fatalities at identified hazardous roads in the region. A prayer session was held at Moshoeshoe Road in Sebokeng due to high rate of accidents on the road. Joint roadblock operations were held throughout the year with respective stakeholders at strategic points.

The CCTV Project was monitored through progress reports and technical meetings. About 4 reports were submitted and 6 technical meetings were held. A draft CCTV Memorandum of Understanding was developed and circulated for stakeholder input. To facilitate the expansion process of the CCTV Project, a Service Provider was appointed, wherein wireless CCTV cameras will be installed in Sebokeng, Evaton, Ratanda, Heidelberg, and Meyerton. The CCTV network that will be installed in Vanderbijlpark CBD, Bedworthpark and Sharpeville will run through an Optic Fibre which will be laid underground.

For the support of the Sedibeng ICT Connectivity, the new CCTV system should be able to integrate with the current IT systems and also be able to support other ICT systems within the District.

Five meetings were held with the relevant stakeholders and five Confederations Cup Safety Joint Operational meetings were also held. During the Confederations Cup, about 100 Community Patrollers were deployed at various Public Viewing Areas.

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Risk assessments for the Sedibeng District Municipality were completed for the 08/09 financial year. In addition the department provided support and advice on the following:

- Compilation of the risk assessment:
  - o Rand Water (Zuikerbosch);
  - o Petronet in Lesedi; and
  - o Arcelor Mittal.
- Development of risk profiles:
  - o Metsi-A-Lekoa; and
  - o Local Municipalities.

Local Municipalities within the region were also supported and assisted in developing their risk profiles. The District Wide Macro Disaster Management Plan was reviewed for the financial year. Evacuation drill exercise was held at Sebokeng Hospital during the International Strategy on Disaster Risk Week. Disaster management nodal points were identified and agreed upon by Local Municipalities to address disaster management issues. Emergency Response Committee (ERC) was established to address emergencies, safety and security matters for Sedibeng offices/ buildings.

Three Disaster Management Advisory Forum meetings were held during the 08/09 financial year and the fourth sitting was held in the form of training for the forum members. This was in compliance with the terms of references adopted that govern the Sedibeng Disaster Management Advisory Forum and the Disaster Management Act that put emphasis on ensuring effective stakeholder participation that is fully functional in all District municipalities. Contingency plans for known priority risks were developed and procedures on dissemination of early warnings of some onset hazards were also established.

The department further, during the financial year, held a Disaster Management Indaba on the 26th of June 2009, where critical issues about disaster management within the region were discussed (i.e. funding, roles and responsibilities, chain of command, etc). Emergency Communication Centre (ECC) Coordinator was appointed to ensure effective and smooth running of the ECC.

The department coordinated the training of the Sedibeng volunteers in Disaster Management. The training was presented by the Gauteng Provincial Government in preparation for the coming 2010 FIFA World Cup. River Rescue program was developed to ensure safety along the Vaal River especially during the festive seasons where lot of people and tourists come to the Vaal for recreational purposes. The Water Safety Task Team was therefore established through the program and planned patrols were done on the river and pamphlets on river safety tips were handed out.

The following items were distributed to affected families as part of relief measures during the financial year:

- 815 blankets and food parcels; and
- 15 salvage sheets & 20 tents provided for temporary roofing.

A total of 71 emergency plans were drawn up for known special events during the year under review and a total of 85400 emergency calls were received for the year through the ECC that serves the Sedibeng area. ECC personnel were trained in the following courses:

- First Aid level 1 and 2;
- Introduction to Hazmat;

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- Emergency Services Systems; and
- Conflict Management (for Supervisors in the ECC).

A Memorandum of Understanding (MoU) on specialized firefighting services for Lesedi was completed and signed during the 08/09 financial year. The department further coordinated and fully supported two major awareness programmes that were held in Lesedi (Ratanda) and Midvaal (Sicelo) with key focus on fire safety. The programmes were held during the International Fire Safety Week and shared a similar theme ("SAFE HOMES: FIRE SAFETY TIPS WITHIN HOMES"). PIER awareness material for schools was developed and distributed to the Locals for running of awareness programmes in schools. 20 schools were visited during the financial year.

The department coordinated and supported the training of the local fire personnel (in accordance with section 841 (j)) in the following courses:

- Twelve (12) fire personnel trained in Hazmat technician;
- Twelve (12) fire personnel trained in confined space rescue;
- Thirty (30) personnel trained in Aircraft fire fighting & rescue;
- Twelve (12) fire personnel trained in Firefighting 1 & 2; and
- Ten (10) fire personnel trained in fire investigation.

The following materials were procured for local fire services:

- Twenty (20) fire hoses;
- 40 x 25 Liters of fire fighting foam;
- Twelve (12) B.A cylinders for Lesedi; and
- Eighty (80) bags of spill sorbs.

The 2010 Disaster Management Plan was completed during the 08/09 financial year and has been presented before the Sedibeng Disaster Management Advisory Forum, the PDMC and it was fully supported.

### 3.2.5.4. Strategy: Promote HIV and AIDS Understanding Treatment, Care and Support

The employees' HIV & AIDS impact assessment was finalized, which included training of more than 60% of SDM's employees, anonymous HIV-testing, recruitment and training of 16 Peer Educators, the review of the workplace policy and the development of the workplace plan.

Significant strides in the world of work were made, where more than 85% of the factories have workplace policies and programmes in place, including government departments, Locals and institutions of higher learning. We have noted improved employees' participation in issues of HIV & AIDS. One thousand five hundred (1500) women-employees accessed VCT services and were tested during the Women's Month.

The government departments, civil society structures and the private sectors' participation in mitigating HIV-infections within the region increased tremendously. This was observed through the District AIDS Council's meetings, joint planning and the execution of workplace and out-of-work projects. The AIDS Council approved the action AIDS plan. The Local AIDS forums and Intersectoral Committees were consistently held and they also attracted more than 60% member-

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sector participation. In the period under review, the District AIDS Council reached 800 orphaned and vulnerable children through poverty alleviation programmes.

The HIV & AIDS seminar was opened to the elderly which updates and develops them on the current trends in the management of HIV-infected person and the application of grants. The District through the Department of Social Development and the Department of Health has increased the number of Community Home Based and Care Givers respectively. The life skills programme from the Department of Education has commenced. Correctional Services have increased the number of inmates and employees HIV & AIDS educational campaigns. The SAPS established employees' support groups.

Civil society structures such as the Faith-Based Organizations, the Traditional Health Practitioners, and People with Disabilities, People living with HIV, Women and Youth groups benefited from the accredited comprehensive HIV & AIDS training provided. The training enhanced sector specific HIV & AIDS programmes infiltration, especially in the churches and the traditional health practitioners and resulted in reducing stigma and discrimination related to HIV & AIDS. This initiative resulted in improved working relations between these sectors and the government departments.

In line with our five-year HIV & AIDS Strategy, targeted interventions were intensified. This was achieved by strengthening the ward-based approach through the appointment of the Ward-Coordinators (10) to improve the implementation coverage within the region. The Ward Coordinators were involved with ward-based social mobilisation, project planning, implementation, monitoring and stakeholder participation.

To date more than 80% ward based structures have been mobilized to make inputs and participate in HIV & AIDS issues and these include local Ward Councillors and Community Development Workers involvement. More than 60% of ward structures were trained on HIV & AIDS, the impacts and the District AIDS Strategy. The improved coverage is attributed to the increase in the number of indigent households that were assisted financially to bury their loved ones. More than 100 indigent households were assisted for burials.

To enable public-private interface, strategic areas were identified viz. Sebokeng Hostel, Kwa-Masiza hostel, Boiketlong, Sicelo and Bophelong and 45 fieldworkers were appointed who on daily basis did households visits. The fieldworkers were trained in advocacy and lobbying, TB tracing and Directly Observed Treatment Strategy (DOTS). These together with other targeted quarterly door-door campaigns, which reached more than 80% of the households, resulted in the HIV-prevalence rates in the region, according to the National Antenatal Survey compared with the previous year, being reduced from 35% in 2006 to 31.8% in 2008. Even though the prevalence appear to stabilize at a high peak, there are strong signs that it will eventually decrease.

The District improved on the utilisation of VCT services and more than 20 000 mostly youth participated and tested. There was also significant improvement in the Prevention of Mother To Child Transmission (PMTCT) services, which strive to reduce the number of babies to HIV-positive mothers from being infected and the enrolment of individuals to the Antiretroviral Therapy (ART) programme. Currently the region has 7 accredited ARV sites in operation. The improvement in ART enrolments was also attested by the accreditation of an additional site in Midvaal.

Through intergovernmental collaboration amongst others, have improved children services such as the provision of food parcels, school uniforms, drop-in-centres, the provision of identification books for orphaned children, the enrolment of



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children onto the ART Programme, the reduction of teenage pregnancies especially among school teenagers, reduction of termination of pregnancies and the reduction of new STI and HIV-infections.

### 3.2.5.5. Strategy: Promote Efficient Delivery of Primary Health Care

About 11 Basic Life Support Refresher and Driver Courses were conducted for 103 EMS staff. Through community empowerment, 21 courses in Basic First Aid (Buddy Training) where 454 community members participated were conducted. The community was also empowered on early childhood and a broader public education with the distribution of 10000 informative pamphlets. A total of 437 community members and 10 schools through PIER were reached.

During this term 89% of the Target/KPI was reached regarding Priority 1 response times within 15 minutes and 90% within 20 minutes.

Operational status was maintained with 15.85 ambulances, 2.59 Intermediate Life Support primary response vehicles and 1 Advanced Life Support response vehicle operational per shift on average. Advanced Life Support is a scarce category level of emergency care and a shared service delivery responsibility with GPG.

One ambulance was dedicated per shift to be available in Evaton over and above normal EMS response from the Sebokeng base. One Medical Rescue vehicle is dedicated per shift in Devon over and above one allocated ambulance per shift from SDM. GPG will start rendering a full provincial service after completion of negotiations with Lesedi Local Municipality regarding accommodation at the Devon Fire Station.

Comprehensive Primary Health Care is implemented in all 37 clinics across the District. To guide the implementation processes, a District Health Plan was developed jointly with Province and Locals. The implementation of the plan is executed by both Province and the Locals. To promote integration of services, technical teams comprising of Provincial, District and the three Locals were established. The District Health Technical team ensures equitable provision of services whilst also providing technical support to the District Health Council chaired by the MMC for Health, Social Development and Community Safety to ensure availability, accessibility and quality health services to all communities.

Under the auspices of the District Health Council, functional integration of PHC services is continuing in the context of provincialization process. To date, five (5) PHC clinics have extended service hours beyond 16H00 to make services available after hours to serve working community members. Primary Care Facility Committees for 34 clinics were established and are functioning to promote community participation in health care. A workshop to capacitate members on their roles was held. Subsequently a District Summit involving Primary Health Care Facility Community members, Health workers, Union members and Councillors was held to promote integration, quality of services and build team work.

For the period under review, the District experienced an increase in immunization coverage of children one year old and below to 97%. In addition, the TB cure rate has improved from 68.1% in 2007 to 74% in 2008/09. An additional ART site was officially opened in Devon bringing the total number of sites in the region to eight.

In getting ready for 2010 FIFA World Cup, a team focusing on the preparation of clinics and hospitals working in line with the District processes has been established. Within the public sector health facilities, Sebokeng Regional Hospital is being

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prepared for readiness for this purpose. All four Community Health Centres are also being prepared to ensure readiness. The number of facilities will be increased as the plan to add the private sector unfolds.

### 3.2.5.6. Strategy: Promote Social Development of our Communities

Programme of Action for People with Disabilities (PWD) was developed in line with National and Provincial Framework. Policy for PWDs was also developed and distributed to the Locals to facilitate a joint implementation. Sedibeng participated in the project of "Invite a disabled person to work" campaign and 27 PWDs took part in the campaign. A gender strategic plan and guiding policy were developed and discussed in a workshop with departments to facilitate implementation.

Sites to establish facilities for the elderly were identified as part of the 20 PTP projects and building project to commence with the first phase in Lesedi Local Municipality is at its initial stage. The District Elderly Forum is in place and helpful in coordinating programmes and activities for older persons. Kgatelo-pele project which is a programme aimed at visiting elderly people and providing them with medicines for chronic illnesses is being piloted in one area in Emfuleni Local Municipality. This is a relief for our senior citizens to wait in long queues for repeat of medicines. The project will be replicated after evaluation of the pilot results.

Social Development is working jointly with political offices and Locals to develop and implement plans to address gender issues. A relationship between Political and Administration teams is in place and this is important for integration of plans and activities for implementation of gender plans. Mainstreaming Committee was established to facilitate implementation of gender mainstreaming plans. A gender policy and strategic plan was developed as mentioned above in line with National and Provincial Framework. These provide vital tools in developing plans to mainstream gender by the various departments and Locals. The Policy and Strategy documents were discussed in a workshop by all stakeholders including the Locals.

A referral system for Bana-Pele programme is in place and this assists in coordination of children services among the various sectors. Three sites for establishment of Early Childhood Development (ECD) facilities were identified as part of the 20 PTP projects in Lesedi Local Municipality. The implementation of plans and campaigns on the Birth Certificate and ID applications is ongoing at Locals in conjunction with the relevant stakeholders and assist a great deal in the registration of children and adults.

The Ex-combatants structure to link the ex-combatants with the municipality was established. The structure is critical in coordinating the implementation of the Ex-combatants' plans and activities. Data on ex-combatants was compiled and is in the process of verification with National. The municipality employed 8 Ex-combatants Liaison Officers to do field work on issues relating to Ex-combatants. Areas of need relevant for Ex-combatants were analyzed and the Liaison Officers are facilitating development of programmes to address the identified areas. A short term plan for Ex-combatants was adopted by Council and is being implemented to improve the lives of Ex-Combatants. Ex-Combatants' Policy was drafted. Empowerment and Skills Development Programmes are in place. Skills audit for Ex-combatants was conducted to guide skills development programmes. Eighty (80) Ex-combatants were employed in March 2009 in Emfuleni Local Municipality and Sedibeng District. Seventeen (17) Ex-Combatants members were trained in a security programme.

No significant progress was achieved in retrieving the Mayoral Golf Day Fund for utilizing it to assist the survivors of the massacres in our region who are needy however capacity building programmes were developed and implemented.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

The adopted policy on donations is in place and applications were awarded accordingly. A total number of 22 applications for donations were processed and funded.

### 3.2.5.7 Promote Skills Development and Training

Four (4) Youth Advisory Centres were established and are providing comprehensive services which are making remarkable impact in addressing matters of youth development. The centres are located at strategic areas and therefore play a vital role in linking and integrating programmes with broader youth development activities. A total of 24,956 young people were assisted and supported through the Youth Advisory Centres on services and products relating to among others: learnerships, job placement, formation of youth cooperatives, computer skills training, internet use, job preparation, life skills training, entrepreneur support and internet access. The under mentioned are some of the outputs:

- 22 Young people were trained on Basic ICT skills;
- 5 Cooperatives were registered and submitted to the Department of Labour for funding;
- 12 Young people were trained on the National Digital repository Project, by Information Society and NIMSA;
- 2,908 Young people were trained on computer basic skills.
- 72,355 Young people were assisted on seeking jobs and writing CVs. Of these 158 were successful in job placement, whilst 368 gained Learnership placement with various departments and companies ; and
- A Youth Coordinator was appointed to manage youth programmes.

A policy on awarding of bursaries to young people was developed to guide the process of awarding bursaries to needy deserving students to further their studies in tertiary learning institutions. A board has been formed to facilitate the implementation of the policy. In the year under review 36 students were awarded bursaries for tertiary education and to date 263 learners have accessed bursaries from the District Bursary as well as from various Bursary Awards identified through the Youth Advisory Centres.

### 3.2.6. Good and Financial Sustainable Governance

There are thirteen strategies and their corresponding key deliverables and tasks identified to guide development and implementation of key deliverables to good and financial sustainable governance in the Sedibeng Region through sound administration, knowledge sharing, caring and growing employees and performance management. The strategies include:

- Ensure Financial Sustainable Local Government including Revenue Collection, Management and Financial Mobilisation;
- Governance of municipal finance;
- Building capacity to manage municipal finance;
- Financial reporting;
- Budgeting and planning municipal finances; and
- Supply chain management.

It can also be reported that in general good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

### 3.2.6.1. Strategy: Ensure Financial Sustainable Local Government including Revenue Collection, Management and Financial Mobilisation

Regular monthly asset reconciliations were performed. Interim progress report on the Land Audit tabled at Joint Municipal Manager's Forum was provided as feedback to committee. IT Claims on services rendered to Locals were billed and claims payable to Locals were settled timeously. Agreements were reached with Locals and endorsed by Joint Municipal Manager's Forum on better management of fixed assets between District and Locals. SDM appointed a Service Provider which is currently evaluating the fixed assets inventory and draft Service Level Agreement with the intention that it can be concluded with the District and its Locals. Asset Officers in Clusters are in process of being appointed to perform inventory stock of immovable assets.

Monthly reduction of cashier shortages was monitored through spot checks by visiting cashier points on a quarterly basis to ensure that all cash is adequately accounted. Daily cash flows were also compiled with monthly investment returns which are reconciled to account for optimal interest received on our portfolio.

The Research report was compiled on the Revenue Enhancement Strategy and served before the Section 80 Committee of Finance for approval.

Regular monthly debt management and credit control reports were compiled for submission to Section 80 Committee for approval in managing the reduction of debt to an acceptable ratio and level. In addition a substantial amount of Bad Debt was written-off and approved by Council in December 2008. Further to the above Treasury has also looked at Revenue funding options on grant and donor funding as part of our review process to improve revenue management. This report is forthcoming in the new financial period.

### 3.2.6.2. Strategy: Governance of Municipal Finance

All ongoing MFMA compliance reporting to the Section 80 Committee of Finance and the Mayoral Committee was met including the time frame set on the submission of our Financial Statements to the Auditor-General and other Government Departments.

The Financial Policy review process are conducted annually and amendments were processed in terms of gaps identified in the policy review process e.g. GAMAP/GRAP and other Financial Policies etc. The findings of the Auditor-General where policy gaps were identified were also used as a base to correct Financial Policies.

The completion of the financial procedure manual and support module implementation plan has been initiated to ensure that internal control environment is well secured and is based on development and continual compliance.

### 3.2.6.3. Strategy: Building Capacity to Manage Municipal Finance

All Treasury staff completed and submitted their skills template to Provincial Treasury. PDP's for Treasury staff were also completed in line with staffs skills assessment results. In addition informal Financial procedure manual and Supply Chain Management training for Clusters' are planned.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

All IGR meetings were conducted monthly with Provincial Treasury, DPLG and SALGA.

Two customer satisfaction survey results were released which show substantial improvement on how Treasury services all its customers internally.

### 3.2.6.4. Strategy: Financial Reporting

The SDM Received unqualified audit for the 2007/2008 financial year with no financial emphasis of matter raised by the Auditor-General's office. It is suggested from the AG's report that the Treasury needs to improve on performance information. The Action plan on AG findings was compiled and is being monitored monthly.

In collaboration with the SDM' IT Directorate the IT Task team was established by CFO's Forum to initiate this project in order to upgrade our IT Financial system. Research was conducted by this team and site visits were planned in conjunction with Locals to analyze the E-Venus upgrade system.

The complete financial statement was compiled in compliance with GAMAP/GRAP implementation plan.

### 3.2.6.5. Strategy: Budgeting and Planning Municipal Finances

National and Provincial Treasury guidelines were used in relation to compiling the budget process. Pro-poor tariffs on non-essential services was formulated and approved as an addendum during the Budget approval process.

The Medium Term Income and Expenditure Framework report were compiled in consultation with the Provincial Treasury Department and was based on current economic statistics and guidelines for the country.

Process was initiated in Councils revised budget process that projects and programmes must be based on Clusters needs assessment and every budgeted amount has to be accounted for and properly motivated.

Regular monthly assessment meetings were conducted with clusters to monitor and advise on operating and capital performance versus budget. In addition the Budget (Original and Adjustment) was compiled and approved by Council within the timeframe and complied with all the requirements of the MFMA.

### 3.2.6.6. Strategy: Supply Chain Management

The Supplier database was updated on a quarterly basis and applications were captured on the system accordingly. The accreditation process requires to be initiated thereby to verify all supplier information in compliance to the requirements of SARS, CIDB, CIPRO etc. In addition Council has undertaken a process to acquire a new SCM system which meets the requirement of the new legislation. In order to monitor the progress of each Bid process, Treasury submits a status quo report to MANCO on a bi-weekly basis on Bid Committee processes for discussion and action by Clusters.

Limited progress on establishing tender advice office which relates to office accommodation challenge served as a concern but turnaround process has been initiated to remedy this matter. BBBEE targets in respect of Supply Chain process needs to be monitored and reported on monthly basis. Manual reports was compiled, however the current

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

changes in various legislation made it difficult to report accurately on this matter but it is envisaged that the change to a new SCM system would correct the matter .

The Supply Chain policy was approved by Council and is currently being implemented. Workshops have been planned in the 2009/2010 period to familiarize Clusters with the policy and procedures.

### 3.2.6.7. Strategy: Effective Management of Council Business

Agendas prepared and timeously delivered for Council committees. Minutes were accurately captured & timeously produced; and resolutions were captured and assigned to relevant functionaries.

Records management strategy was approved by Council and an amended file plan was approved by the by National Archives on 06/11/08. The application for standing disposal of records was approved in principle by the National Archives. The Sedibeng Archives and Records Management Forum was established.

The Provincial database of by-laws to be finalized by Province.

The Contract Task Group has been formed and in the process of evaluating all Council contracts.

Equipment upgraded and LCR is being implemented. Supply chain process for acquisition of PA system & copier at an advanced stage. Business writing training was conducted with UNISA and designated official responsible for producing the internal staff newsletter was appointed.

A study tour to Amathole and EThekweni was organized as part of the District's participation in the District Learning Network to share experiences across municipalities.

Process towards setting up of library services / internet facilities/network for Councillors has commenced.

Provision was made in the organogram for researchers (Offices of the Speaker and Chief Whip). A dedicated official in the Office of the Speaker responsible for Committees was appointed. Regular sessions were conducted on Councillors' wellbeing i.e. Workshop Councillors on Municipal Councillors Pension Fund and Workmen Compensation. A task team was established to pursue the matter on the Municipal Councillors Pension Fund and designed a framework for MMC training and development aligned to portfolios.

### 3.2.6.8. Strategy: Render Effective IT Services

Resounding achievement was realized to enhance the Current Network to Link Remote Offices, Libraries, Clinics and Youth Advice Centres to the Wide Area Network (WAN) through inter alia investment in Hardware, Security, masts etc by linking 14 municipal offices to WAN instead of the 7 that were planned.

Whilst the draft Business Continuity Plan is in place and awaiting feedback from Auditor General prior its implementation, the normal backup procedures are in place and fully functional in a case of any emergency

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

The roll out of specialized software enhancements to the internal departments including the roll out for phase 2 novel are completed.

Continuous review of current systems and infrastructure is ongoing and LCD screens are in place. Two (2) Councillors attended ELMDP training.

Resolution of review of relationship with Localshas led to status quo being maintained with Emfuleni and staff secondment to Midvaal.

### 3.2.6.9. Strategy: Ensure Effective, Competent and Motivated Staff

The bursary policy was approved and is currently being implemented to ensure that employees are capacitated to acquire tertiary qualification. About 125 employees were retrained on Leadership Courses, Computer Skills, Business Administration and Batho Pele. A successful Employee Day and Family Day were held including an end of year function. Limited progress was made in terms of internal DC hearings. Cases drag due to circumstances beyond the SDM's control e.g. lack of capacity to manage disciplinary hearings. One LLF meeting was held instead of three due to the fact that most matters were dealt with in the Organizational Restructuring Sub-Committee of the LLF.

Training for Junior and Senior Management was conducted. A workshop with Labour was successful. About 75% of staff was successfully placed. The work place restructuring responded to objections and is awaiting responses. Critical vacancies that were created during restructuring were filled successfully. Nine Councillors attended training on Leadership Development Programme. Discussions were held with VUT and the North West University Vaal Campus to provide training and to assist in developing personal development plans for Councillors. Questionnaires were distributed to determine the skills needs of Councillors and personal development. Women Councillors were sent for mentorship training.

All the employees of the Council are subjected to the PMS and where poor performance is continuously recorded the employee is taken through a capacity building program as part of corrective measures.

The employment equity plan is being developed with programmes to promote women empowerment and employment of people with disabilities.

HIV/AIDS Workplace Policy to be implemented once development has been completed. Employees Assistance Program is in place providing counselling for staff as well as trauma debriefing sessions.

Batho Pele Champion was appointed which was followed by the appointment of the Batho Pele Co-ordinator on basis contract basis thereafter. The Batho Pele Task Team was established with representations from various Clusters in the institution for the effective implementation of the programme. Four task team meetings took place on institutionalizing Batho Pele. Batho Pele induction has been continuously conducted for the new employees joining the Council. Two unannounced visits took place at VDB Licensing to monitor service delivery and adherence on Batho Pele principles. Know your Service Rights Campaign was held during Human Rights Month and training was conducted. In order to further internalize the spirit of Batho Pele, the Africa Public Service Day and Public Service Week Campaign, National Batho Pele Learning Network and Forum were attended.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

In complying to Occupational Safety and Health (OSH) act the Incident Prevention and Reporting is continuous taking place in the institution and for the period under review no incidents took place which indicate the effectiveness of the prevention thereof.

### 3.2.6.10. Strategy: Develop and Maintain High Quality Municipal Facilities

The invitation for proposals from interested investors to develop the government precinct in the CBD was done with huge interest shown from potential developers. The process is currently underway and the Council is investigating the appropriate model through the National Treasury in compliance with the MFMA. It can also be reported that all other municipal facilities, like Theatres and City Hall are always available on good conditions for use by the public.

Tender for security services for new three year contract to include access control was re-advertised and the process of appointing new Service Provider will only be finalized during the new financial year. Emergency response team were set up to deal with security issues as and when they arise. Limited progress on improving facilities for clients was made. Revamping of Mayor's Parlour was completed, Improvements of air conditioning in main building is on track. Improvements to security were implemented. Security features were also improved in the main building and procured new accommodation for additional staff and are moving TIE staff closer to main building.

Fleet management policy was approved by Council and the staff was trained on implications and a tender for electronic fleet management services was advertised and the process of warding will be concluded during the next financial year.

In executing the maintenance on our facilities an amount of R3.5m was spent through ad hoc maintenance construction projects which benefited a number of SMMEs, from our area of Sedibeng as part of the Councils SMME promotion, development and empowerment. There are various options still under investigation for the Long Term Plan and Model for the efficient management and maintenance of the Council facilities looking at partnering with private sector where possible. This will be finalized in the new financial year as to which option to follow. Four task team meetings took place on institutionalizing Batho Pele.

Improvement of facilities for clients with disabilities is underway and all new premises acquired ensure provision of the on-off ramps and accessibility for all clients.

### 3.2.6.11. Strategy: Facilitate Access to Relevant Information and Promote Knowledge

Knowledge Management Strategy was developed but will only be brought to Council for approval in the new financial year.

Communities of Practice (COP) were established and launched on the 26th July 2008 and are constituted by representatives from Academic and Tertiary institutions, community and faith based organizations, Locals, sector departments and community members.

A Tender for website development was awarded for the strengthening of the local website as a form of information sharing.



## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

### 3.2.6.12. Strategy: Ensure Measurable Performance and Transparent Monitoring of the Municipality

Performance Management System was implemented and performance agreements as well as performance plans were developed for all staff members although failed to develop and implement the Organizational Performance Management and Measurement tool. The organizational performance has been monitored only on its effectiveness and ability in the process of implementing the SDBIPs.

Whilst performance quarterly review were conducted and mid-year and annual reports were produced there has been no proper mechanism to have them communicated to the District's rate payers except those who can access the Council's website and also only the organizational reports are placed not that of individuals especially the section 57 employees as their performance contracts are a legislative requirement.

### 3.2.7. Vibrant Democracy

There are six strategies and their corresponding key deliverables and tasks identified to guide development and implementation of key deliverables to ensure vibrant democracy in the Sedibeng Region through good communication and stakeholder relations, marketing and branding, good intergovernmental relations and capacitating of Councillors. The strategies include:

- Build high level of stakeholder relations and effective communication and branding;
- Promote high level of intergovernmental co-operation and co-ordination;
- Ensure high level of corporate governance;
- Ensure public participation;
- Strengthening oversight and accountability;
- Mainstreaming of issues relating to designated groups.

It can also be reported that in general a good progress and targets were achieved as reported on hereunder, for the realization of the key strategies therefore the Key Priority Area for the period under review.

#### 3.2.7.1. Strategy: Build High Level of Stakeholder Relations and Effective Communication and Branding

A Service Provider was appointed and presented a final Integrated Marketing and Communications' Strategy which was adopted by the Council. Subsequent to the adoption of the strategy a rigorous programmatic campaign was executed for the marketing and branding of the institution and its leadership. A Communication Forum was established but is not yet functional.

There has been ongoing website weekly updates and that of regular media adverts and editorials around 2010, etc. The HIV and AIDS Forum, Ex – Combatants and SEDIFO were established. These included various stakeholder interactions undertaken by all the Clusters in the institution.

Software for stakeholder database in the institution has been installed and the department is in the process of gathering stakeholder database information from various departments and institutions.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

The audit of existing branding was concluded in order to formulate the branding and marketing strategy for the institution through various forms.

As a supporting hand to all municipal events, the marketing and communications department has without failure ensured continued implementation of key communication vehicles in informing communities.

Three (3) Mayoral Izimbizo were held, that is one in Sonderwater at Emfuleni where more than one thousand five hundred (1500) people attended, one at Sicelo in Midvaal and one at Ratanda in Lesedi. The Midvaal izimbizo had more than two thousand (2000) people in attendance and the Lesedi izimbizo had more than five thousand (5000) people in attendance.

Seven (7) Council meetings were held i.e. five (5) Council meetings and two (2) special Council meetings. One (1) of the Council sittings served as an inaugural Council for the election of the Executive Mayor. One (1) Council sitting approved the Annual Report, another Council sitting considered the draft IDP and Budget and the last Council sitting in 2008/2009 financial year approved the IDP and Budget.

The Council sitting of the State of District Address (SODA) was held at the Boipatong Stadium as part of the Boipatong Massacre commemoration more than five thousand (5000) people were in attendance. Website was upgraded and launched on 27 May 2009. The newsletter was developed and launched on 27 May 2009 and an Internal Communication Officer employed.

Limited meetings of Mayoral Investment Council were held and the functionality of the MIC was reviewed and found to be ineffective. A programme to revive MIC was designed and a framework document to establish a united business forum was designed and the roll-out was adopted. Engagement with stakeholders was undertaken and a few sector forums were established.

To enhance the participation of all stakeholders in the IDP the Council held one (1) stakeholder briefing on the Public Participation Framework and the Petition Management Policy and five (5) public consultative meetings, mostly in Emfuleni Local Municipality and Midvaal Local Municipality on petition management and public participation.

Consolidated existing sector based forums i.e. Women, Gender and People with Disabilities (PWD). Regular Council sittings took place and they were well attended by different stakeholders. The Youth Council was held in June as part of encouraging youth to participate in the governance matters. Not all Council meetings were advertised.

Participated in the mobilization of izimbizo's. A Youth Advisor appointed. A programme on Youth participation in elections was designed. A Youth month programme was implemented to include Youth Council meeting and summit to adopt Youth Development Strategy and the Youth Strategy adopted by Council. SDM embarked on "Take a child learner to work" in partnership with GDE. Twenty (20) learners and three (3) educators/GDE staff participated and received participation certificates awarded at the Council sitting at Mphatlalatsane Hall in Zone 14 Sebokeng. Convened a live State of the Nation's Address (SONA) public gathering held at Vereeniging Theatre foyer where only 30 people attended.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

### 3.2.7.2. Strategy: Promote High Level of Intergovernmental Co-operation and Co-ordination

The IGR structures are functioning well between the District and other spheres of government and with our Local Municipalities, except minor challenges which come as a result of the structural design of the District area in terms of roles and responsibility. Joint MMs meetings were held in accordance with the year planner. Other IGR meetings were held relatively regularly. A successful IDP IGR Lekgotla was held from 28-30 October 2008.

A broad Intersectoral Forum was held with National and Provincial sector departments that have activities in Sedibeng. Co-ordinated and facilitated SDM submission and participation in the 2008 Vuna Awards. Co-ordinated SALGA PEC visit to Sedibeng.

Vaal 21 meetings were held although without regular attendance from Fezile Dabi. Joint political and administrative meetings were held to approve Vaal 21 Vision, Operating Principles, Branding and Institutional arrangements. A meeting was also held with Gauteng HODs to discuss Vaal 21 and get their buy-in and hosted a very successful stakeholder launch in October 2008.

There has been no significant progress reported in terms of the coordination and facilitation of the International Exchange Programme. The SDM successfully participated in various sporting codes at the 2008 SALGA Inter-municipal games, as well as in the inter-municipality learning networks programmes.

### 3.2.7.3. Strategy: Ensure High Level of Corporate Governance

Whilst the Audit Committee is functioning well, there are some of its members that are always not available for its activities. The Audit Committee meetings are held quarterly and for the period under review four ordinary and one special Audit Committee meetings were held. The internal audit plan was approved and an internal audit was conducted. Internal audit reports were submitted to Council.

The Cluster based Risk Management Policy and Framework was approved by Council in August 2008 and the identified risks were aligned to the performance contracts of the section 57 employees.

Though there has been no crisis in terms of fraud and corruption incidents in the Council, Fraud and Corruption Prevention Plan was approved by Council and it is being implemented as a sign of zero tolerance.

A memo was sent to all SDM employees at the beginning of financial year to update their disclosure of interests. There is also continuous monitoring of declarations by Governance and IGR Office.

### 3.2.7.4. Strategy: Ensure Public Participation

Hosted IDP Makgotla for Ward Committees in Emfuleni and Lesedi to discuss ward based planning and input in the IDP process as well as developed a draft conceptual framework for ward based IDP's in Local Municipalities.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

A workshop to discuss 'tools of the trade' for Councillors was planned but postponed.

The Petitions' Committee is established and is functional. The Council conducted training workshops on Petition Management System for Councillors and SDM received two (2) petitions, one (1) from Boiketlong Community Committee which was referred to Emfuleni Local Municipality and the other from the Gauteng Legislature i.e. National African Farmers Union (NAFU) and was referred to SDM.

Capacity building of Ward Committees and CDW's on Petition Management System was initiated and has to be concluded especially in areas such as Midvaal and Lesedi.

IDP and Budget Report was put in public places for comments. Youth policy was put into public domain for public comment through advertisements in local newspapers.

There has been challenges in convening the sector based GDS forums, only the Regional Gender Dialogue convened.

### 3.2.7.5. Strategy: Strengthening Oversight and Accountability

The MPAC Oversight Committee is fully functional and an oversight framework for the MPAC was developed and approved by the Council.

### 3.2.7.6. Strategy: Mainstreaming of Issues Relating to Designated Groups

Sedibeng in partnership with Lesedi FM hosted a very successful Women's Month celebration and A successful campaign for people with disabilities was held.

Convened a successful Regional Gender Dialogue with more than one hundred and fifty persons (150) in attendance. Youth Council sitting was also convened.

Convened a successful Women Month Programme consisting of the following events:

- Media launch attended by local media at Quest Conference about fifteen (15) journalists present and addressed by the Speaker of the Council;
- Staff and Councillors empowerment at Vereeniging City Hall attended by about one thousand (1000);
- Women in prayer was attended by more than two thousand (2000) people hosted by Lesedi Local Municipality at the Ratanda Multi-Purpose Centre;
- Charlotte Maxheke Memorial Lecture was held at Wilberforce Institute in Evaton at Emfuleni Local Municipality and attended by over seven hundred (700) people;
- Sedibeng 4th Annual Women in Sport and Recreation hosted by Midvaal Local Municipality was attended by in excess of seven (700) people; and
- Women Celebration in partnership with Lesedi FM at Vaal Teknorama was attended by in excess of one thousand (1000) women.

## Chapter 3: Performance and Progress on Key Priority Areas in 2008/09

Provided assistance in convening a Strategic Planning workshop for SEDIFO AGM.

The Ex – Combatants and Youth Policy were adopted by Council. It can also reported that the SDM has established the Ex-Combatants structure in the Council which resulted into employment of the Ex-combatants into the Council with the creation of the career pathing and capacity development of some of them.

Two (2) Gender Mainstreaming workshops for Councillors and Employees were held.

## Chapter:

# 4

Chief Financial Officer's Report –  
A Comparative Analysis of the  
Annual Financial Statements  
for Year Ending 30 June 2009



## Chapter 4: Chief Financial Officer's Report – A Comparative Analysis of the Annual Financial Statements for Year Ending 30 June 2009



Clr B Mncube  
MMC: Finance



Mr B Scholtz  
Chief Financial Officer

The basic objectives of financial reporting are:

- To assist in fulfilling the municipality's duty to be publicly accountable and to enable stakeholders to assess accountability;
- To assist stakeholders in evaluating the operating performance of the municipality for the year; and
- To assist stakeholders in assessing the level of services that can be provided by the municipality and its ability to meet obligations as they become due.

The application of financial ratio analysis enables our stakeholders to inform decision making with regards to:

- Ability to meet long-term commitments;
- Ability to meet short-term commitments from liquid resources;
- Determine whether investments are yielding acceptable returns;
- Reduce risks arising from below average performance; and
- Make recommendations to address challenges.

### 4.1 Statement of Financial Position

The financial position of a municipality is directly measured by the number of resources controlled by the municipality from which future economic benefits are expected (assets), obligations resulting in a outflow of municipal resources (liabilities) and the residual interest of the constituents in the assets of the municipality (net assets).

At the year ending 30 June 2009 there was:

- A 52% growth in municipal assets from the previous year, and
- A 26% growth in liabilities from the previous year, resulting in
- A 60% growth in the municipal net assets from the previous year.

#### 4.1.1 Current Ratio

This ratio is used as an indicator of the ability to pay current debt.

$(\text{Total current assets} \times 100) \div \text{Total current liabilities} = \text{Current ratio}$

## Chapter 4: Chief Financial Officer's Report – A Comparative Analysis of the Annual Financial Statements for Year Ending 30 June 2009

| 2008 |         |   |     |   |   |        |       |
|------|---------|---|-----|---|---|--------|-------|
|      | 174 270 |   |     |   |   | 52 678 |       |
| (    | 610     | x | 100 | ) | ÷ | 573    | = 331 |

| 2009 |         |   |     |   |   |        |       |
|------|---------|---|-----|---|---|--------|-------|
|      | 221 201 |   |     |   |   | 66 390 |       |
| (    | 520     | x | 100 | ) | ÷ | 202    | = 333 |

This shows improvement in 2009 from 2008 on Sedibeng District Municipality's ability to cover its current debt.

### 4.2 Statement of Financial Performance

Surplus or deficit is used to measure financial performance and directly related to the measurement of revenue and expenditure for the reporting period.

- For the year ending 30 June 2009, a surplus of R 9,026,591 was declared.
- Increase/ decrease per expenditure category is as listed below:

| Expenditure per Category:   | 2009        | 2008        | Inc+/Dec- |
|-----------------------------|-------------|-------------|-----------|
| Employee related costs      | 158 715 935 | 124 102 310 | 27.89%    |
| Remuneration of Councillors | 7 215 362   | 7 114 026   | 1.42%     |
| Depreciation & amortization | 6 899 086   | 5 483 078   | 25.83%    |
| Finance costs               | 29 623      | 68 335      | -56.65%   |
| Debt impairment             | 3 663 701   | 352 563     | 939.16%   |
| Repairs & maintenance       | 6 935 182   | 2 623 603   | 164.34%   |
| Contracted services         | 24 479 909  | 19 253 052  | 27.15%    |
| Grants & subsidies paid     | 29 724 916  | 19 001 178  | 56.44%    |
| Operating expenses          | 54 579 209  | 43 335 552  | 25.95%    |
|                             | 292 242 923 | 221 333 697 | 32.04%    |

#### 4.2.1 Expenditure per Category to Total Income

This ratio provides useful information on income and expenditure tendencies and trends as well as what portion of revenue is allocated to different types of expenditure.

$(\text{Expenditure category} \div \text{Total Income}) \times 100\% = \text{Percent allocated}$



## Chapter 4: Chief Financial Officer's Report – A Comparative Analysis of the Annual Financial Statements for Year Ending 30 June 2009

| Expenditure per Category:   | 2009        | % to Income |
|-----------------------------|-------------|-------------|
| Employee related costs      | 158 715 996 | 52.68%      |
| Remuneration of Councillors | 7 215 362   | 2.39%       |
| Depreciation & amortization | 6 899 086   | 2.29%       |
| Finance costs               | 29 623      | 0.01%       |
| Debt impairment             | 3 663 701   | 1.22%       |
| Repairs & maintenance       | 6 935 182   | 2.30%       |
| Contracted services         | 24 479 909  | 8.13%       |
| Grants & subsidies paid     | 29 724 916  | 9.87%       |
| Operating expenses          | 54 579 209  | 18.12%      |

### 4.2.2 Accumulated Surplus

The showing of accumulated surplus against total income is used as an indicator of ability to generate additional income to inform decision-making on evaluating potential to afford future long-term commitments.

$(\text{Accumulated Surplus} \div \text{Total Income}) \times 100\% = \text{Ratio}$

|   |             |   |  |         |   |   |     |   |        |
|---|-------------|---|--|---------|---|---|-----|---|--------|
|   |             |   |  | 301 287 |   |   |     |   |        |
| ( | 186,458,915 | ÷ |  | 201     | ) | x | 100 | = | 61.89% |

A surplus generated of R9,026,591 for the year ending 30 June 2009; implying an accumulated surplus of R186,458,915 as at 30 June 2009.

### 4.3 Statement of Changes in Net Assets

The purpose of this statement is to disclose transactions impacting on the components of community wealth (net assets) included in the statement of financial position. These transactions may include adjustments and movements to and from funds.

#### 4.3.1 Cash Flow Statement

The information within the cash flow statement informs management decision-making on how much cash is required to perform activities and how to optimally control cash.

##### 4.3.1.1 Cash to Operating Income

This ratio indicates the degree to which cash increased in relation to the operating income.

$\text{Ratio} = (\text{Cash generated from operations}) \div (\text{Operating Income})$

|        |   |            |   |             |
|--------|---|------------|---|-------------|
| 14.36% | = | 43 259 057 | ÷ | 301 287 201 |
|--------|---|------------|---|-------------|

## Chapter 4: Chief Financial Officer's Report – A Comparative Analysis of the Annual Financial Statements for Year Ending 30 June 2009

### 4.3.1.2 Working Capital to Net Cash Flow:

In this ratio, the percentage influence of the change in working capital on net cash flow is shown. Working capital is the difference between current assets and current liabilities. A municipality can be endowed with assets and profitability but short of liquidity if its assets cannot readily be converted into cash. Positive working capital is required to ensure that operations may continue and that there are sufficient funds to satisfy both maturing short-term debt and upcoming operational expenses. If current assets are less than current liabilities, it is a working capital deficiency, also called a working capital deficit.

Ratio = (Changes in Working Capital) ÷ (Net Cash Flow)

|        |   |   |             |   |            |   |   |             |
|--------|---|---|-------------|---|------------|---|---|-------------|
| 89.89% | = | ( | 221,201,520 | - | 66,390,202 | ) | ÷ | 172 231 915 |
|--------|---|---|-------------|---|------------|---|---|-------------|

These ratios are indicators that the municipality is currently in a sound position to:

- Meet long-term commitments; and
- Meet short-term commitments from liquid resources as well as to assist and inform any medium-term budgetary, investment and/ or policy decision-making.

Yours faithfully



BJ Scholtz  
Chief Financial Officer